

Customer Service

Annual
Report
2017



Maryland

DEPARTMENT OF COMMERCE

Creating a Culture
of “YES”!

Thinking Bigger, Going Faster

Dear Team Commerce,

A business can't be successful if they don't take care of their customers, and that's why the Hogan-Rutherford administration's commitment to providing the best possible customer service throughout Maryland state government is so important to what we do here at Maryland Commerce. Every day, our team touches dozens of customers, helping to grow their businesses and working with them to overcome challenges.

I'm very pleased to share with you our first annual report on the department's Customer Service Improvement Plan. You'll find details on how we've been implementing a culture of "Yes!", including expanding our team of regional representatives so we can better connect with businesses throughout the state, celebrating special anniversaries with our customers, and increasing our procurement outreach to small and minority businesses. We are also improving and streamlining many of our internal processes, including giving our team members more training resources, providing creativity and collaboration spaces to foster team-building and out-of-the-box thinking, and creating a multi-step orientation for new team members.



Ensuring our customers have an exceptional experience is also a key component of Maryland Commerce's overall strategic plan, "Best is the Standard", which was adopted by the Maryland Economic Development Commission and has helped to frame our customer service improvement efforts.

I want to give a big shout out to our Managing Director of Administration and Customer Experience Greg Derwart, who has worked very closely with Governor Hogan's office and many other partners to drive the customer service initiative rollout across 39 state agencies.

And, I also want to thank Team Commerce for their collective efforts to respond to our customers in a friendly, courteous, and timely way. Customer service is part of our DNA here at Maryland Commerce, and we will continue to build on this initiative as we work to make Maryland the best place to live, work and do business.

A handwritten signature in blue ink that reads "Mike Gill".

Mike Gill

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Leadership & Contributors

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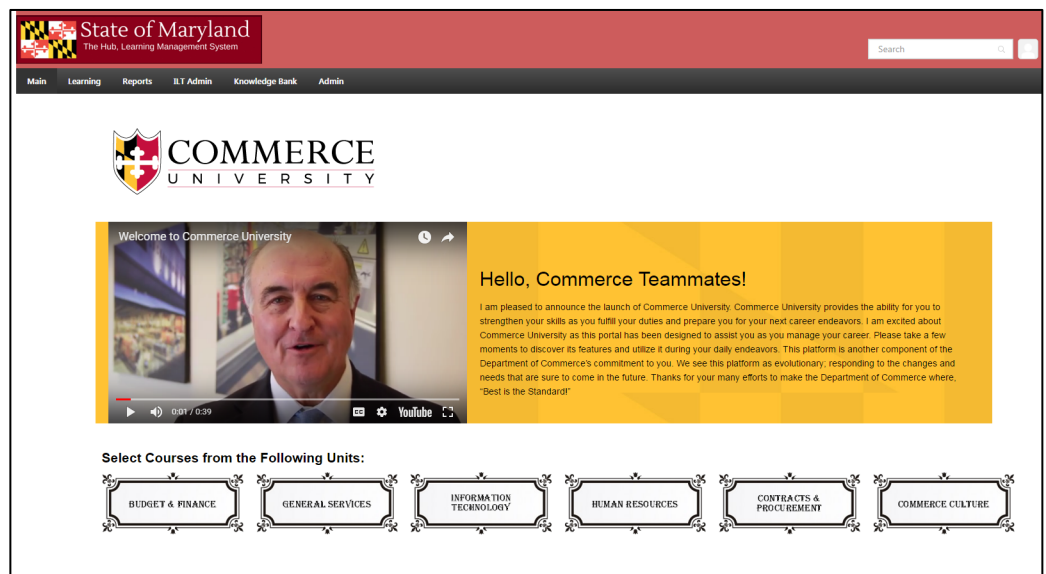
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FY17 Highlights

Commerce's Customer Service Improvement Plan centers around achieving operational excellence and a culture of "yes" through three major objectives: onboarding and training, process improvement, and performance measures. This year's accomplishments include:

Onboarding and Training

- Created and implemented a multi-step orientation process for new Commerce employees.
- Created Commerce University. Designed a Commerce specific training portal using the State's online platform called the HUB that will be a repository for training presentations, videos, links to TED talks, etc.
- Created an interactive all-staff team building day centered around collaboration and customer relationships.



Process Improvement

- Led the Governor's statewide Customer Service Initiative rollout across 39 agencies.
- Began and led the Commerce Subcabinet to lead interagency coordination.
- Created a Commerce budget and expense tracking system for managers.
- Increased Commerce procurement outreach to small and minority businesses.
- Created creativity and collaboration spaces to foster team-building and creative thinking for innovative approaches.

Performance Measures

- Created a more efficient, simplified, and regularized internal performance review process.
- Conducted an internal Commerce customer satisfaction survey.

Recognition Given to Team Members

Commerce has two formal recognition programs, presented regularly at our “First Mondays” bi-monthly all-team meetings.

Team Member of the Month – nominations are solicited by leadership, and Secretary Gill publicly acknowledges the team member who has gone above and beyond the call of duty for a customer or special project.

Oct. 2016	Chianti Matthews
Dec. 2016	Kate Dailey
Feb. 2017	Judy Costello
Jun. 2017	Teresa Raeke



“Pirate” of the Month – nominations are solicited by leadership, and Secretary Gill presents a Secretary’s Citation and publicly acknowledges the team member who has exhibited characteristics such as creativity, ingenuity and innovation, and an entrepreneurial, non-bureaucratic attitude!



Oct. 2016	Kathi Ash
Dec. 2016	Jessica Reynolds
Feb. 2017	Dolores Churn
Apr. 2017	Victor Clark, Sean McEvoy & Jan Walker
Jun. 2017	Sherri Diehl & Karen Glenn-Hood

Leadership Analysis of FY17 & Summary of FY18 Approach

Commerce's customer experience efforts are a crucial component within our overall strategic plan. The Maryland Economic Development Commission (MEDC) adopted "Best is the Standard", a strategic plan for the Department of Commerce in February 2016, and was the key driver in our FY17 Customer Service Improvement Plan. The strategic plan reflected a clear commitment to keep economic development on the forefront of state government policy and to have the Department of Commerce be the leader in business development and job growth. The plan supplied bold strategies and tactics to reboot and redefine the way the state conducts economic development and to position the department as an operational center of excellence.

Created by statute, the new Department of Commerce has been off to a fast start since opening its doors in October 2015. The department has followed the strategic plan to drive its organizational structure, legislative agenda, programmatic initiatives, budgetary priorities, and personnel staffing.

Commerce has focused on meeting the strategic plan's most important goals of creating jobs and opportunities, making Maryland more competitive, promoting the state's outstanding assets, and changing its culture to reflect a more business-friendly attitude. Some of the steps taken include: implementing gold

standard customer service training; boosting the number of regional representatives in all corners of the state; increasing both international trade and industry sector experts; reenergizing the department's boards and commissions for greater business community input; and organizing the new marketing public-private partnership to raise the state's business profile.

The gubernatorial and legislatively-appointed MEDC will continue to oversee Commerce's successful implementation of the strategic plan, including its customer experience initiatives, in FY18 and beyond. The attached strategic plan self-analysis "scorecard" provides a snapshot of our overall progress during FY17.



Detailed FY17 Results & FY18 Plans

Elaborating on our FY17 accomplishments:

Onboarding and Training

- Created and implemented a multi-step orientation process for new Commerce team members.
 - Pre-start information packet, and “Buddy Program” to support integration.
 - Day 1 orientation, week 1 check-in, and quarterly group orientation sessions.

- Created Commerce University.
Designed a Commerce specific training portal using the State’s online platform called the HUB that will be a repository for training presentations, videos, links to TED talks, etc.

- Created an interactive all-staff team building day centered around collaboration and customer relationships.



Process Improvement

- Led the Governor’s statewide Customer Service Initiative rollout across 39 agencies.
 - Instituted the Customer Service Promise, identified senior level liaisons, and inventoried customer service programs.
 - Developed agency-specific customer service plans, training and a statewide online survey.
- Began and led the Commerce Subcabinet to lead interagency coordination.
 - Seven agency Subcabinet comprised of Commerce and the Departments of Environment, Transportation, Housing and Community Development, Planning, Labor Licensing & Regulation, and the Governor’s Office of Minority Affairs.
 - Interagency approach to address issues, challenges, opportunities, best practices and priorities.
 - Formed three Workgroups: Customer Service, Workforce, and Mega Projects – tracking and advancing of over 110 projects important to local communities.
- Created a Commerce budget and expense tracking system for managers.
 - Procured new reporting software and real time access to financial data, rollout slated for fall 2017.

- Increased Commerce procurement outreach to small and minority businesses.
 - Communicated with and/or mentored over 60 small and minority businesses on statewide and Commerce-specific bid opportunities and procurement best practices.
- Created creativity and collaboration spaces to foster team-building and creative thinking for innovative approaches.

Performance Measures

- Created a more efficient, simplified, and regularized internal performance review process.
 - Streamlined from 12+ to five measurements and began quarterly check-ins.
 - Added greater emphasis on organizational and personal goals.
- Conducted internal Commerce customer satisfaction survey.
 - Measured satisfaction of Budget and Finance, Contracts and Procurement, General Services, Human Resources and Information Technology services.

Moving forward in FY18, we will add the following strategies to our ongoing efforts:

Onboarding and Training

- Continue to enhance Commerce University, adding content, encouraging utilization, and evaluating its effectiveness.
- Create “Think Tank Lunches” – brown bag lunch sessions where team members can come together in small groups, watch TED Talks and other video presentations, and discuss their applicability to our teams.

Process Improvement

- Create Management Team Boards – designed to cultivate leadership from the ranks of management, nurture creative solutions to agency issues, and encourage inter-department, matrix-style interactions.
- Create “Commerce Strength” – designed to combine traditional health and wellness initiatives with team collaboration and interactivity.

Performance Measures

- Annualize our internal Commerce customer satisfaction survey.

Customer Service Survey Results

Commerce ranks in the top five of all State agencies in its Customer Service Satisfaction Survey results, with 93.3% of all respondents rating our service as very satisfied or somewhat satisfied. Specifically:

	<i>Very/Somewhat Satisfied</i>
Overall, how satisfied are you with the customer service provided?	93.3%
Please rate our customer service on the following attributes:	
Friendly & Courteous	94.5%
Timely & Responsive	93.3%
Accurate & Consistent	92.7%
Accessible & Convenient	92.7%
Truthful & Transparent	93.3%

Status of Customer Service Training

Our 100% participation rate is achieved by providing a variety of trainings throughout the year through multiple sources, including:

- Web-based video training housed on our Commerce University site.
- Guest speakers at “First Mondays” bi-monthly all-team meetings.
- Prioritizing customer service and teamwork within our team member performance and goal setting reviews.



Customer Inquiry Response Times & Overall Time-to-Resolution

Commerce is often providing solutions for its customers that include outreach, research, thoughtful analysis and negotiation that can intentionally take weeks or months to complete. So rather than the speed of retail-minded transactions, our cultural improvements center around anticipative solutions.

To that end, we will be looking at ways to measure and track this life cycle in FY18 through customer journey mapping and similar experience-based systems.

Having said that, Commerce's average completion rate within the State's constituent services system in FY17 was five days.

Best Practices & Plans for Improvement

Commerce receives multiple calls on a regular basis from customers looking for basic small business information. And while we have a very capable small business team that efficiently answers questions and receives high customer satisfaction marks, our agency does not provide actual services such as licensing, registration, or permitting. These inquiries are then forwarded to the appropriate agency, however that is an additional step that can frustrate an anxious customer. To that end, we are in the process of discussing ways to redesign and improve the way information is shared with customers across all small business-facing agencies, including the departments of Labor, Assessments & Taxation, the Governor's Office of Small Business Affairs, and others.

Improving the Customer Experience through Social Media

Development Counsellors International (DCI), an agency that specializes in marketing locations for tourism and economic development, recently released its analysis of all 50 state economic development agencies and their social media presence and following. DCI tracked social media activity for a six-month period and monitored number of followers, engagement and reach across Twitter, Facebook, YouTube and Instagram. Activity on LinkedIn was not available for their analysis.

In their report of findings, DCI ranked Maryland as the #5 state for overall social activity and #2 for Twitter.

The other states ranking in the top 4 overall were Mississippi, Michigan, Tennessee, and North Dakota.

A look at Commerce's social media activity from January - June 2017 reveals:

> Social media audience size:

- Facebook: 8,159
- Twitter: 22,432
- LinkedIn: 2,919
- TOTAL: 33,510

> Social media reach & engagement January 1- June 30, 2017:

- Total social media engagements: 30,229
- Total social media impressions: 2.7 million